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**Ascend National – Scaling Marketing for Growth**

Vivienne Long, January 2026

**Seminar Description**

This two-part seminar takes a strategic and practical approach to help small-to-medium-sized B2B and B2G companies scale by strengthening their marketing foundation. A central theme is leveraging competitive advantages to create profitable growth opportunities and diversify in ways that reinforce organizational strengths.

Participants will learn how to evaluate their current customer base, value proposition, and marketing effectiveness, then translate those insights into actionable plans. Through interactive exercises and breakout sessions with peers from industries such as aerospace, energy, IT services, and professional services, we will discuss ways to optimize your B2B marketing strategy and plan.

**Learning Objectives**

By the end of this seminar, participants will be able to:

1. **Analyze Current State**
  - Evaluate their customer base for concentration risk and growth potential.
  - Assess their value proposition and competitive positioning.
  - Audit their current marketing and identify gaps.
2. **Develop Strategic Growth Recommendations**
  - Define an Ideal Customer Profile (ICP).
  - Identify and prioritize target segments corresponding to the ICP.
3. **Create a Preliminary Marketing Plan**
  - Outline goals and metrics for success.
  - Incorporate digital marketing, account-based marketing (ABM), and partnership strategies where there is opportunity.

**Key Takeaways**

- **Strategic Frameworks** for segmentation, positioning, and targeting.
- **Practical Tools** for assessing your customer base, developing an ICP, and evaluating your marketing assets.
- **Actionable Insights** on leveraging digital channels, partnerships, and ABM to scale effectively.
- **Active Peer Engagement** with thoughtful reflection and discussion on how small businesses in B2B and B2G markets might overcome marketing challenges.

- **An Updated Marketing Strategy and Plan** tailored to your organization.

## Links and Materials for Class Discussion

### Read/Watch Materials to Complete Before Session

- Please come prepared to discuss the following questions with classmates. You do not need to write-out your answers.
  - What is good or great marketing to you?
  - What company or brand do you most admire for their marketing? Why?
-  **Watch: YouTube – 8:25 [youtube.com]** *STP Marketing Model* –this video explains how to segment a market, select the most attractive segment based on criteria like size and profitability, and establish your product’s unique positioning. We will translate this model for use in B2B markets.
- [McKinsey](#) article *Five fundamental truths: How B2B winners keep growing* (omnichannel, “rule of thirds,” e-commerce share) — digestible overview of what growth leaders do today.

## Some Helpful Information You May Want to Gather.

During the course of the two sessions, we will have an opportunity to delve into important questions that serve as the foundation of your marketing strategy and plan. If you have this information handy, please bring with you. If you do not have this information, do not worry. You will have a chance, following the first session and as homework, to gather inputs and answer these questions.

### Company snapshot (1–2 pages)

- What are your current target segments (industry, size, geo)? Who are your top 10 customers by revenue &/or margin? Do you have any concentration risks?
- Do you have a sense for your ideal customer? Which customers are you best suited to win with? Can you describe the customer pain point, size of company/budget, authority level (role), and timing needs your company is best suited for?
- Can you describe your competitive set (1-3 direct competitors) and their key differentiators?
- Can you articulate your customer value proposition in one sentence and provide 3 proof points on why you are better than your competitive set?

- Can you jot down your current marketing goals and provide your most productive marketing assets and collateral (website, brochures, etc)?

**Instructor: Vivienne Long**

Vivienne Long is a strategic marketing leader with over 25 years of experience driving growth for global brands in B2C and B2B organizations. She has held senior roles with P&L responsibility at Microsoft, Starbucks, Clorox, REI, and Procter & Gamble, and led marketing strategy, product development, and digital transformation initiatives across technology, consumer packaged goods, and specialty retail.

Her B2B expertise includes:

- **Enterprise Marketing at Microsoft:** Developed go-to-market strategies for e-business servers, translating enterprise customer needs into product features and solutions.
- **New Market Entry at Procter & Gamble:** Led a cross-functional team to develop a new market entry strategy and business plan for the janitorial segment, launching a new line of commercial cleaning products for B2B customers.
- **Global Partnerships and Channel Marketing:** At Starbucks, managed multi-channel commercialization plans for partnerships in the U.S. and Europe, including Keurig Green Mountain and Verismo systems.
- **Innovation and Product Development:** Built cross-functional teams to deliver new product platforms and marketing strategies for both retail and at-home channels, leveraging omni-channel distribution and digital engagement.
- **Customer-Centric Digital Transformation:** Led initiatives to integrate human-centered design and agile processes into digital customer experiences, aligning marketing and IT for scalable growth.

Vivienne combines deep experience in strategic marketing, account-based approaches, and integrated go-to-market planning with a proven ability to help organizations scale. She holds an MBA from The Wharton School and a BA from Stanford University.